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**THE IMPACT OF PSYCHOLOGICAL CAPITAL AND TRANSFORMATIONAL
LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

By:

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**Pusat Pengajian Ekonomi,
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ABSTRAK

Kajian ini bertujuan untuk menguji kesan keempat-empat dimensi modal psikologi dan tingkah laku kepimpinan transformasi ke atas perilaku kewarganegaraan organisasi (OCB) dalam kalangan kakitangan di salah satu agensi kerajaan tempatan di zon tengah semenanjung Malaysia. Keempat-empat dimensi modal psikologi termasuk keberkesanan diri, harapan, daya tahan dan sikap optimis. Seramai 466 orang kakitangan dari agensi kerajaan tempatan tersebut telah dipilih secara persampelan purposif sebagai sampel untuk kajian ini. Data dianalisis menggunakan perisian SPSS versi 23. Analisis yang dijalankan termasuk analysis deskriptif, analisis korelasi Pearson dan analysis regrasi berganda. Hasil analisis regrasi berganda menunjukkan keberkesanan diri dan harapan tidak mempunyai hubungan yang signifikan dengan OCB. Daya tahan, sikap optimis dan tingkah laku kepimpinan transformasi menunjukkan hubungan positif yang signifikan dengan OCB manakala daya tahan menunjukkan hubungan negatif yang signifikan dengan OCB. Tingkah laku kepimpinan melaporkan signifikansi yang paling tinggi berbanding daya tahan dan sikap optimis.

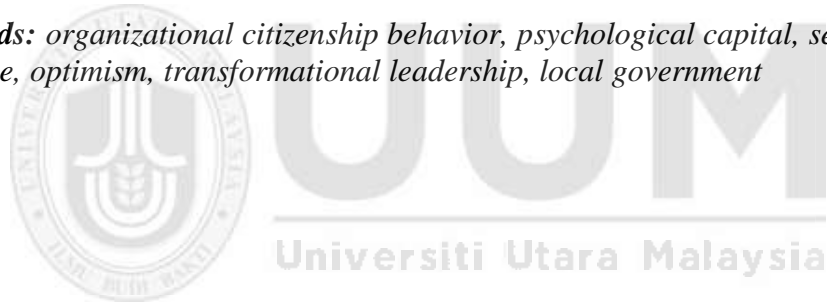
Kata Kunci: *perilaku kewarganegaraan organisasi, modal psikologi, keberkesanan diri, harapan, daya tahan, sikap optimis, tingkah laku kepimpinan transformasi, kerajaan tempatan*



ABSTRACT

The main objective of this study is to examine the impact of the four dimensions of psychological capital and transformational leadership behavior on organizational citizenship behavior (OCB) among employees in one of the local government institutions in central region of Malaysia. The four dimensions of psychological capital are self-efficacy, hope, resilience and optimism. Respondents of this study were 466 middle level management employees in the local government institution selected using purposive sampling. The instruments used in this study were Organizational Citizenship Behavior Questionnaire (OCBQ), Psychological Capital Questionnaire (PCQ) and Multifactor Leadership Questionnaire (MLQ). Data collected were analyzed using Statistical Package for Social Science (SPSS) version 23. Descriptive analysis, reliability analysis, Pearson correlation analysis and multiple regression analysis were conducted to analyze the data. Results from multiple regression analysis indicated that self-efficacy and hope were not significantly related to OCB while resilience reported negative significance with OCB. Optimism and transformational leadership were found to be positively and significantly related to OCB with transformational leadership reporting the highest significance.

Key words: *organizational citizenship behavior, psychological capital, self-efficacy, hope, resilience, optimism, transformational leadership, local government*



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CHAPTER 1

INTRODUCTION

1.1 Introduction

Local governments are the lowest tier of government after the federal and state governments. Local governments are important entities managing all matters related to urban development besides providing various services to its local residents (Mohamad Ibrahim, Amin & Salleh, 2014). Despite being under the authority of state governments, local governments are given authority to make decisions to govern, execute and reinforce responsibilities in its designated district as stated in Local Government Act 1976, Town and Country Planning Act 1976, and Street, Drainage and Building Act 1974 (Mohamad Ibrahim et al., 2014). Some of the important responsibilities performed by local government include approving and controlling all planning and development applications in its respective jurisdiction district, providing basic amenities for the local community, maintenance functions of urban infrastructure as well as collecting taxes (Mohamad Ibrahim et al., 2014).

The direct impact that local government services have on the community has caused them to be continually being appraised and evaluated by the public. Statistics by the Public Complaint Bureau have shown that local governments are one of the government agencies receiving high numbers of complaints from the public (Mohamad Ibrahim, Abd Ghani & Mohd Salleh Embat, 2013). This raises a concern of incompetency among local government employees. Therefore, a possible solution is required to increase public satisfaction towards local governments. Organizational

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APPENDIX 1

LETTER OF INFORMED CONSENT

My name is Wendy Choong and I am Masters of Human Resource Management student from Universiti Utara Malaysia. As a final year student, I am required to conduct a research study on the topic “The Impact of Psychological Capital and Transformational Leadership Behavior on OCB among Employees in One of the Local Government Agency in Central Region of Malaysia”. The purpose of this research is to determine whether employees’ positive psychological state as well transformational leadership behavior among leaders in the organization has any impact on employees’ OCB.

Findings obtained from this study will only be used for academic purposes and will not be used for any other purpose that has not been specified. Your participation in the study will be voluntary, and confidentiality and anonymity is guaranteed. In no way will your responses impact your job at the organization. You have the right to not participate in the study, and you are free to withdraw from the research at any time without any negative consequences.

If you have any queries please do not hesitate to contact me at 010-4625103 or my supervisor of this research at feeyean@uum.edu.my

Thank you for your participation.

Yours sincerely,

.....
(WENDY CHOONG)

APPENDIX 2
DEMOGRAPHIC DATA

Please tick in the most appropriate box. [☐]

1. Kindly indicate your gender:

Male [☐]

Female [☐]

2. What is your age bracket?

18 to 24 Years [☐]

25 to 29 Years [☐]

30 to 34 Years [☐]

35 to 39 Years [☐]

40 to 44 Years [☐]

Above 45 Years [☐]

3. Race:

Chinese [☐]

Malay [☐]

Indian [☐]

Others: _____ (Please Indicate)

4. What is your highest education qualification?

PHD [☐]

Master Degree [☐]

Bachelor Degree [☐]

Diploma/Certificate [☐]

STPM/SPM [☐]

Others: _____ (Please Indicate)

3. What is your level in the organization?

Non-management [☐]

Lower management [☐]

Mid-management [☐]

Senior management [☐]

4. What is your salary range?

RM 1100 – RM 2000 []

RM 2100 – RM 3000 []

RM 3100 – RM 4000 []

RM 4100 – RM 5000 []

RM 5100 – RM 6000 []

RM 6100 – RM 7000 []

RM 7100 – RM 8000 []

>RM 8000 []

4. How long have you served in this organization?

3-5 years []

6-10 years []

11-15 years []

16-20 years []

21 years or more []

5. What is the size of your department?

10 or less []

11-20 []

21-30 []

31-40 []

40 or more []



APPENDIX 3

PSYCHOLOGICAL CAPITAL QUESTIONNAIRE (PCQ)

Instructions:

Below are statements that describe how you may think about yourself right now. Please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 6 point scale supplied. There is no right or wrong answers for these questions. It is important that you respond to each question. Thank you for your time.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5
2. I feel confident representing my work area in meetings with management.	1	2	3	4	5
3. I feel confident contributing to discussions about the company's strategy.	1	2	3	4	5
4. I feel comfortable helping to set targets/goals in my work area.	1	2	3	4	5
5. I feel confident contacting people outside the company (e.g. customers) to discuss problems.	1	2	3	4	5
6. I feel confident presenting information to a group of colleagues.	1	2	3	4	5
7. If I should find myself in a jam, I could think of ways to get out of it.	1	2	3	4	5
8. At the present time, I am energetically pursuing my goals.	1	2	3	4	5
9. There are lots of ways around any problem that I am facing now.	1	2	3	4	5
10. Right now, I see myself as being pretty successful.	1	2	3	4	5
11. I can think of many ways to reach	1	2	3	4	5

my current goals.					
12. At this time, I am meeting the goals that I have set for myself.	1	2	3	4	5
13. When I have a setback at work, I have trouble recovering from it, and moving on.	1	2	3	4	5
14. I usually manage difficulties one way or another at work.	1	2	3	4	5
15. I can be “on my own”, so to speak, at work if I have to.	1	2	3	4	5
16. I usually take stressful things at work in stride.	1	2	3	4	5
17. I can get through difficult times at work because I’ve experienced difficulty before.	1	2	3	4	5
18. I feel I can handle many things at a time at this job.	1	2	3	4	5
19. When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5
20. If something can go wrong for me work-wise, it will.	1	2	3	4	5
21. I always look on the bright side of things regarding my job.	1	2	3	4	5
22. I’m optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5
23. In this job, things never work out the way I want them to.	1	2	3	4	5
24. I approach this job as if “every cloud has a silver lining”.	1	2	3	4	5

APPENDIX 4

TRANSFORMATIONAL LEADERSHIP QUESTIONNAIRE

Instructions:

In the table below, please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 6 point scale supplied. There is no right or wrong answers for these questions. It is important that you respond to each question. Thank you for your time.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Idealized influence					
1. I feel proud to be associated with my team leader.	1	2	3	4	5
2. I have complete faith in my team leader.	1	2	3	4	5
3. My team leader has a sense of mission which he/she transmits to me.	1	2	3	4	5
4. Team leader always expresses satisfaction when his/her expectations are met.	1	2	3	4	5
5. I have a strong conviction in my team leader's beliefs and values.	1	2	3	4	5
Inspirational motivation					
6. My team leader sets high standards for my work.	1	2	3	4	5
7. My team leader is a role model for me.	1	2	3	4	5
8. My team leader develops ways to encourage me.	1	2	3	4	5
9. My team leader talks optimistically about the future.	1	2	3	4	5
10. I have complete confidence in my team leader.	1	2	3	4	5

Intellectual stimulation					
11. My team leader always shows how to look at old problems in new ways.	1	2	3	4	5
12. My team leader always emphasizes my use of intelligence to overcome obstacles.	1	2	3	4	5
13. My team leader makes me back up my opinions with good reasoning.	1	2	3	4	5
14. My team leader always mobilizes a collective sense of mission.	1	2	3	4	5
15. My team leader suggests new ways of completing the tasks assigned.	1	2	3	4	5
Individualized consideration					
16. My team leader gives personal attention to me when I seem neglected.	1	2	3	4	5
17. My team leader finds out what I want and helps me to get it.	1	2	3	4	5
18. My team leader appreciates when I do good job.	1	2	3	4	5
19. My team leader spends time in coaching and teaching every staff members.	1	2	3	4	5
20. My team leader treats me as an individual rather than just a member of the group.	1	2	3	4	5

APPENDIX 5

ORGANIZATIONAL CITIZENSHIP BEHAVIOR QUESTIONNAIRE

Instructions:

In the table below, please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 6 point scale supplied. There is no right or wrong answers for these questions. It is important that you respond to each question. Thank you for your time.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I help others who have heavy workloads.	1	2	3	4	5
2. I am the classic “squeaky wheel” that always needs greasing.	1	2	3	4	5
3. I believe in giving an honest day’s work for an honest day’s pay.	1	2	3	4	5
4. I consume a lot of time complaining about trivial matters.	1	2	3	4	5
5. I try to avoid creating problems for co-workers.	1	2	3	4	5
6. I keep abreast of changes in the organization.	1	2	3	4	5
7. I tend to make “mountains out of molehills”.	1	2	3	4	5
8. I consider the impact of my actions on coworkers.	1	2	3	4	5
9. I attend meetings that are not mandatory, but are considered important.	1	2	3	4	5
10. I am always ready to lend a helping hand to those around me.	1	2	3	4	5
11. I attend functions that are not required, but help the company image.	1	2	3	4	5

12. I read and keep up with organization announcements, memos, and so on.	1	2	3	4	5
13. I help others who have been absent.	1	2	3	4	5
14. I do not abuse the rights of others.	1	2	3	4	5
15. I willingly help others who have work related problems.	1	2	3	4	5
16. I always focus on what's wrong, rather than the positive side.	1	2	3	4	5
17. I take steps to try to prevent problems with other workers.	1	2	3	4	5
18. My attendance at work is above the norm.	1	2	3	4	5
19. I always find fault with what the organization is doing.	1	2	3	4	5
20. I am mindful of how my behavior affects other people's jobs.	1	2	3	4	5
21. I do not take extra breaks.	1	2	3	4	5
22. I obey company rules and regulations even when no one is watching.	1	2	3	4	5
23. I help orient new people even though it is not required.	1	2	3	4	5
24. I am one of the most conscientious employees.	1	2	3	4	5

THANK YOU!